

Township of Southgate
Administration Office
185667 Grey Road 9, RR 1
Dundalk, ON N0C 1B0



Phone: 519-923-2110
Toll Free: 1-888-560-6607
Fax: 519-923-9262
Web: www.southgate.ca

Staff Report CAO2023-009

Title of Report: CAO2023-009- Community Strategic Plan – RFP Award
Department: Administration
Council Date: July 5, 2023

Recommendation:

Be it resolved that Council receive Staff Report CAO2023-009 for information; and

That Council awards the contract for the Community Strategic Plan to Wilton Consulting Group at a cost of \$25,500 + HST.

Background:

The 2019-2023 Community Action Plan was created to provide strategic direction through action items aligned to established goals. On December 21, 2022, Council received the 2019-2023 Community Action Plan 2022 Annual Report and 2023 recommended actions.

On April 20, 2023 Council passed the following motion:

Be it resolved that Council receive Staff Report CAO2023-006 for information; and

That Council direct the CAO to issue a Request for Proposals to create a 2023 – 2027 Corporate and Community Strategic Plan to capture the needs of the municipality’s rapidly growing community and aligned actions to support future-focussed strategies for prosperity and sustainability.

An RFP was issued, posted on the website, and highly publicized across social media platforms with a due date for proposals of June 22, 2023. The scope of the project in the RFP as issued is as follows:

“The Council of the Township of Southgate is looking for an innovative, priority-oriented Community Strategic Plan that addresses both internal organizational capacities, including the maintenance of existing service levels across all departments, and considers external challenges and opportunities.

The purpose of the Township of Southgate Community Strategic Plan RFP is to develop a (five-year) community and organizational strategy that includes a long-term vision and values, together with medium term objectives and priorities and shorter-term action plans. The township understands that there are a variety of perspectives, models, and approaches that can be used to develop a strategic planning document. The selected proponent, therefore, should be able to determine which model or model(s) would be best suited to meet the needs of the township, enabling the township to complete its organizational goals.

The 2023-2027 Community Strategic Plan will be a guiding framework as the township navigates a period of significant transformational change. It will focus on economic, employment, and community development directions. These directions are intended to help improve the quality of life for Township of Southgate residents, as well as position the township on all aspects of community development. This plan should support growth, including reflecting the needs and expectations of the growing community, fiscal responsibility, and a clear path to achieving goals identified within it. The plan must focus on identifying high- and mid-level priorities to address challenges identified in existing reports, studies, and documents provided by staff as well as new research and consultation conducted as part of this strategic planning process. It must include input contributed through Council, staff, and community stakeholder consultations, as well as key values and guiding principles to assist direction and decision making, and recommended implementation actions to achieve strategic vision and goals, along with potential timelines for implementation.

Proponents are requested to provide detailed information on options for community and staff consultation as part of their proposal. Previous strategic and other plan materials will be provided to the proponent as background information. The Strategic Plan should include methods (including strategy and specific actions, with first steps) to accomplish the goals of the township. The plan should also include actions to enhance the success of the long-term strategies. This will enable the township to experience and report quick successes. The Strategic Plan should include a summary of critical issues facing the township in its effort to meet the goals set forth in the plan, as well as available resources that can be utilized. Each Proponent, by submitting a Proposal, represents that the Proponent has read, completely understands, and accepts the terms and conditions of this RFP in full and agrees that should its Proposal be successful, the Proponent will enter into a service contract with the Township of Southgate.

The Proponent can expect a close working relationship with Council and the Chief Administrative Officer and key Township personnel throughout the assignment. The Township of Southgate reserves the right to control all aspects of the Strategic Planning process. The Proponent shall not conduct surveys or meetings with staff or other persons without receiving prior approval from the Township. Proponents are requested to provide detailed information on options for community and staff consultation, including the approach to consultation, and the associated cost and the timeframe involved. Proponents are further requested to recommend the most effective and efficient method of engaging stakeholders in the community strategic planning process. As part of the deliverables, it is anticipated that the proponent will prepare a communication/consultation strategy which will form the basis of the consultation process for the project. This would be for both the internal and external aspects of the project. The communication strategy shall identify the best means of communicating with the public and target groups.

The above scope work may be adjusted by the Township as appropriate to achieve a strategic plan that meets the vision of residents, organizations, agencies, and Council. The Strategic Plan is a living document and should undergo periodic review and adjustments to reflect progress toward achievement of goals. For this reason, flexibility should be an important aspect of the Plan.

A final report of the Strategic Plan document should include a consolidation of the work completed, including the reasoning for all decisions and recommendations. The Proponent will be required to submit a draft Community Strategic Plan for review and may be required to make changes to the submitted draft following review. The plan, inclusive of any required changes, will become the final and published plan. This document and any supporting documents should be produced in both paper and digital formats.

Staff Comments:

A total of five (5) proposals were submitted by the deadline. All members of the Leadership Team were polled for interest to review and evaluate proposals. The proposals were reviewed and scored by a team of staff including the CAO, Manager of Recreation, Treasurer, and Planner. Evaluation criteria based on the scope of the project and listed in the RFP are as follows:

Evaluation Criteria	Weight
Understanding of Municipal Government Sector; especially the challenges/opportunities of the Township of Southgate; most appropriate methodologies and schedules to achieve project goals.	25
Experience on Similar Projects and Past Performance; demonstrated experience and ability to complete a project of this scope, related experience and successful completion of similar projects, ability to meet deliverables and timelines, references of previous projects.	20
Complete, Comprehensive, Creative and Clear Proposal; Completeness (covers all areas outlined) and quality of proposal, creative/innovative (solutions for Township vs. Generic), comprehensive (covers all tasks/aspects in sufficient detail); clear, logical and easy to follow presentation and compliance with the requirements of the RFP. Timelines; Schedule for the completed work, decision-making points and responsibilities of the municipality, specifically referencing the proposed timing of the public consultation process.	30
Proposed Fee; Cost effectiveness and the best overall team.	10
Project Manager, Study Team & Disciplines; Leadership, management, communication and presentation skills and qualifications of project manager, qualifications/skills of multi-disciplinary team) appropriate skills sets devoted to tasks.	15
Total	100

Each proposal was scored independently by members of the evaluation team, which were then averaged to calculate the final score as shown in the matrix below.

	Bid Amount	Score #1 /25	Score #2 /20	Score #3 /30	Score #4 /10	Score #5 /15	Total Score:
Arising	\$32,400 + \$150/hr	20	17	24	7	12	80
Vector Group	\$38,000 + \$150/hr	19	16	22	6	11	74
TownHall Consulting	\$25,073.8 + various and travel	21	16	21	8	10	76
Linton	\$37,800 + \$1,000 travel + \$1,800/day	22	18	24	6	11	81
Wilton	\$25,500 + \$1,500/day	22	17	24	10	11	84

Staff are recommending Wilton Consulting Group be awarded the contract. Aside from the highest score, this proponent showed a deep and genuine understanding and interest in the community through research of the township, its past and current plans as well as Grey County as a whole. Their creative approach to engagement allows a diversity of voices to be heard from a variety of demographics and communities within the township, which is a high priority of Council and staff. They have demonstrated abilities in research, community engagement, qualitative and quantitative analysis, and developing clear and practical recommendations.

Overall, Wilton Consulting Group demonstrated a unique drive and perspective and fresh approach to delivering a forward-looking plan for the Southgate community.

Financial Implications:

The Strategic Plan Reserve has a balance of \$42,993.83. It is recommended that \$25,500.00 + hst of this reserve be used to create the new 2023-2027 strategic plan.

Communications & Community Action Plan Impact:

The 6 major goals of the 2019-2023 CAP are:

1. Attracting New and Supporting Existing Businesses and Farms
2. Revitalizing Downtown Dundalk
3. Promoting Health Services and Housing Choices
4. Adequate and Efficient Public Facilities
5. Upgrading our "Hard services"
6. Citizen Engagement

A review of the needs of the growing community may see these priorities change.

Conclusion:

It is recommended that Council direct the CAO to award the contract to create a 2023 – 2027 Corporate and Community Strategic Plan to Wilson Consulting Group to capture the needs of the municipality’s rapidly growing community and aligned actions to support future-focussed strategies for prosperity and sustainability.

Respectfully Submitted,

CAO Approval: *Original Signed By*

Dina Lundy, CAO